

22 May 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM: Director of Central Intelligence  
SUBJECT: Personnel Initiatives

Here are some personnel ideas that are kicking around the campus.

a. Harry Fitzwater should be nearing completion of a project he started as Director of Training to use computer modelling techniques to determine personnel requirements for the DDO for the next 5-10 years. When Harry has something to look at, let's get together and see whether or not this route might be profitable to follow for the other directorates. If it seems to be, and if the results can be made to keep abreast as requirements change, then wouldn't this enable us to give more precise qualitative goals to our recruiters in the field?

b. In recruiting professionals for NFAC and possibly other directorates, might we not be well served if, rather than seeking the BA/MA/PhD type exclusively, we consider as an equivalent the individual with a Bachelor's degree from a strong college plus two post-BA, but non-PhD degrees--one in a substantive field, the other in a technical field? These individuals, though certainly limited in number, have been characterized by some educators as the "wave of the future." The arguments educators use which seem especially applicable to our needs are:

- ° Given the interdisciplinary thrust which we seek, the two-MA type will be able to handle interdisciplinary problems better by virtue of having graduate degrees in two different fields. That this breadth will enable him to integrate knowledge better within his own analytic capabilities;

- ° Will be more flexible, open-minded, open to evidence from diverse sources and also more articulate because he is less influenced or biased than the individual coming from a single discipline or school; and

° That he may develop stronger loyalties to the Agency or public service in general than the PhD who often has a stronger loyalty to his disciplinary field.

Whether or not this rationale is totally valid, it might be worth our looking at this type of individual because certainly they possess rather unique capabilities; their numbers may be growing; and, in many ways, they may fulfill our future needs as well if not better than the traditionally educated PhD.

c. When we have settled on the personnel requirements for each directorate, consider consulting with the Educational Testing Service or a comparable organization to take a comprehensive look at our personnel requirements and how well they are revealed by our battery of entry screening tests. We have been using the same kinds of tests for quite awhile with apparent success, but perhaps we could do better.

d. Take a look at the idea of a fundamental training/orientation year for all new entry-level professionals as an alternative to the present CT Program. I recognize that the DDO gets most of its people via the CT Program and is very committed to it. But, if that route has been successful for the DDO, why would it not also be good for other entry-level professionals as well? A uniform training year at entry would give us the opportunity to look at all new recruits and sort them out according to how they do and where their interests lie. The training period might have a somewhat more general content than the present CT Program and include a systematic rotation among all the major directorates and components. The recruits would be exposed to the entire organization, and each component could look over the recruits. The recruit and the Agency would be able to make a more informed decision on where the recruit fits best. It might also help to break down internal parochialisms if we start the recruit off with a broad perspective of the whole Agency rather than isolating him immediately in one directorate.

e. The Student Trainee and Graduate Intern Programs seem to be excellent mechanisms for looking candidates over before we have to make a firm commitment to them. Should we expand either program? Should we develop additional programs perhaps to include other categories of candidates?

  
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